



*Leadership Forecast<sup>TM</sup>*  
*Values Report*

Report for:

Jane Doe

999999999

March 2004

CONFIDENTIAL

# I NTRODUCTION

## BACKGROUND

The Leadership Forecast Values Report identifies a person's core values and goals, and the activities that he/she enjoys and that give meaning to his/her life. These values, goals, and activities are part of a person's identity.

Consequently, they are a person's key drivers--they are what a person desires and strives to attain. In addition, people prefer to work with others who share their values, dislike those who do not, and are happiest working in environments that are consistent with their values. Conversely, people find it stressful to have to act contrary to their values. A person's values cannot be easily or directly inferred from his/her personality because values concern a person's private agenda, something he/she may not always care to share.

This report is based on the Motives, Values, Preferences Inventory (MVPI). It summarizes your values and describes the type of culture you will create as a leader. The results of this report are based on a sample of over 4,000 executives and managers based on research conducted over the last 10 years.

The next page presents a graphic representation of your values profile. The following pages present a scale-by-scale interpretation of your scores. Please note that scores between the 66th and 100th percentile are high, scores between the 35th and the 65th percentiles are average, and scores between 0 and 34th percentiles are low. High scores indicate core business drivers, average scores indicate interests, and low scores indicate a theme that is not a driver for you.

---

## WAYS TO USE THIS INFORMATION

This information can be used in three ways. First, it can be used to evaluate the fit between your identity and your current occupation. People often take jobs for non-strategic reasons. The Leadership Forecast Values Report is a way to evaluate the wisdom of your current occupational choice. Second, the report can be used to evaluate the fit between your core values and the corporate culture. No matter how talented you might be, if your values are inconsistent with those of the culture, you will rarely succeed in that culture. And finally, certain values enhance and certain values impede a person's performance as a leader. This report directly concerns that issue.

---

## CORPORATE CULTURE

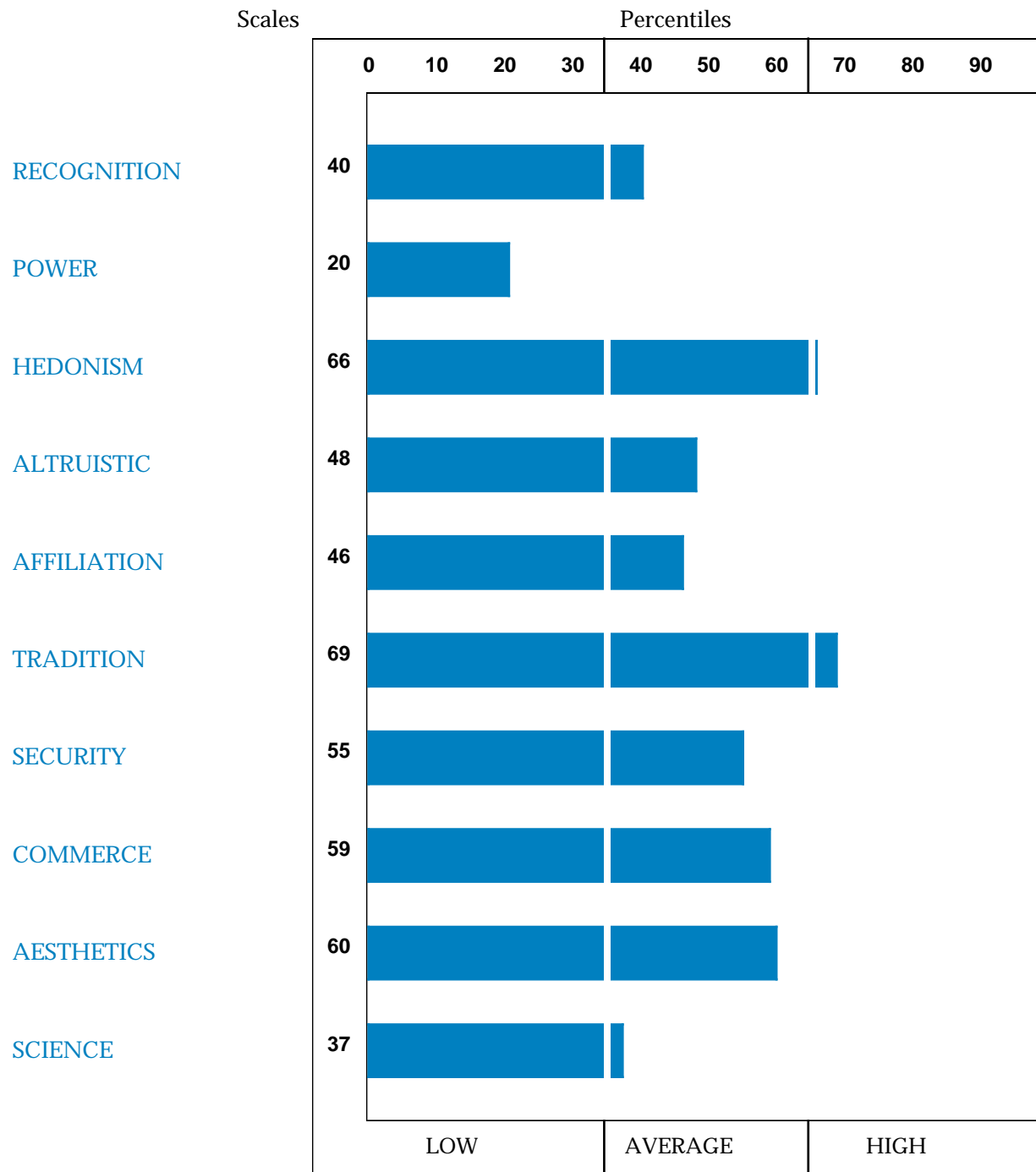
It is also important to note that the values of the senior management in an organization define the corporate culture. The Leadership Values Report is the best single way to specify corporate culture. Simply look at the average Leadership Forecast Values Report profile for the management team. That is the corporate culture -- what is valued, what is not valued, and what is actively discouraged.

# DEFINITIONS

The ten scales for the Leadership Forecast Values Report are defined below.

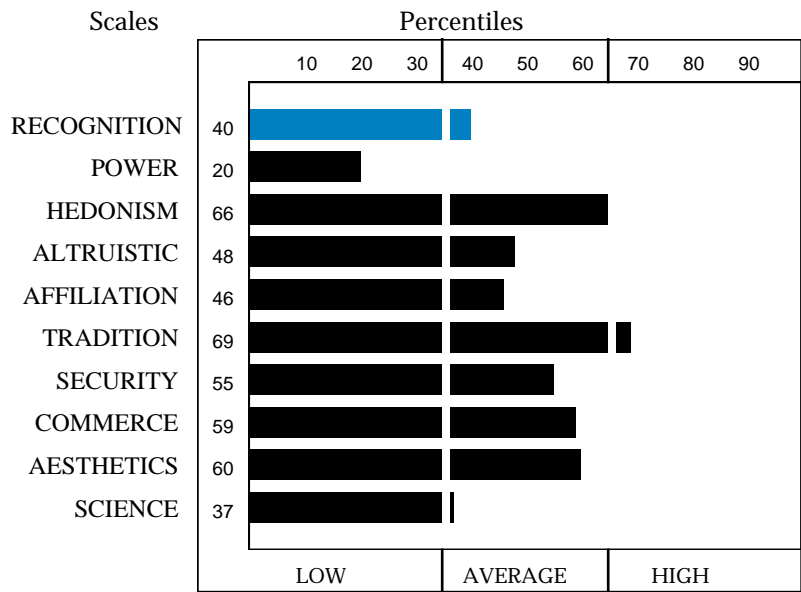
Recognition	A desire to be known, seen, visible, and famous, and lifestyle guided by a search for opportunities to be noticed and dreams of fame and high achievement, whether or not they are fulfilled.
Power	A desire to succeed, make things happen, make a difference and outperform one's competition.
Hedonism	The pursuit of fun, excitement, pleasure, and a lifestyle organized around eating, drinking, and entertaining.
Altruistic	A desire to help others, a concern for the welfare of the less fortunate in life, and a lifestyle organized around public service and the betterment of humanity.
Affiliation	Concerns needing and enjoying frequent and varied social contact, and a lifestyle organized around social interaction.
Tradition	A belief in and dedication to old-fashioned virtues such as family, church, thrift, hard work, appropriate social behavior, and a lifestyle that reflects these values.
Security	A need for predictability and structure, and efforts to avoid risk and uncertainty - especially in the employment area - and a lifestyle organized around minimizing errors and mistakes.
Commerce	An interest in earning money, realizing profits, finding new business opportunities, and a lifestyle organized around investments and financial planning.
Aesthetics	A need for self-expression, a dedication to quality, an interest in how things look, feel, and sound, and close attention to the appearance of work products.
Science	Concerns being interested in science, comfortable with technology, and preferring data-based -- as opposed to intuitive -- decisions, and wanting to know how things work.

# LEADERSHIP VALUES PROFILE



# R ECOGNITION

Desire to be recognized, visible, and famous.



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. As a leader, you enjoy praise and recognition, and you value having your accomplishments noticed; however, praise does not necessarily drive your behavior. You will prefer a work environment where there are opportunities to interact and where achievement is recognized. Although you enjoy positive attention, you are also willing to share credit and acknowledge the accomplishments of others.

## ORGANIZATIONAL IMPLICATIONS

As a manager, you may believe in praising good performance, but you may not see the importance of frequent personal attention as a way of motivating your staff. You are likely to create a cooperative environment where team members are also willing to share credit. When interacting with others, you are appropriately enthusiastic about their successes and willing to tell them. You will also be willing to communicate success stories to upper management. The environment you promote will:

- Encourage public and private praise for individual accomplishments
- Value social networking
- Encourage participation in visible, company-sponsored activities
- Discourage aggressive competition among staff for recognition

## ENVIRONMENTAL FIT

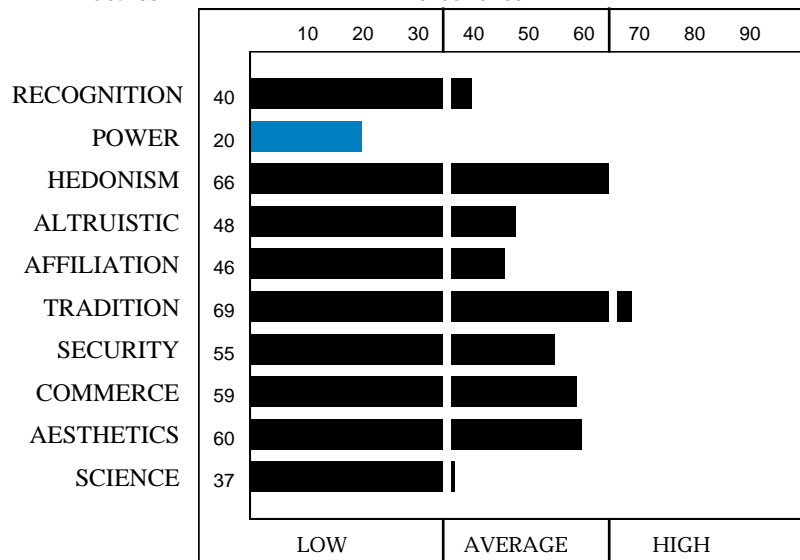
You will enjoy working in organizations that pay attention to and celebrate the accomplishments of the staff and where you also have an opportunity to stand out and be noticed. At the same time, you are not primarily driven by a need for recognition, and may even prefer at times to let your actions speak for themselves.

# POWER

Desire for challenge, competition, achievement, and success.

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received a LOW SCORE on this dimension. As a leader, you may prefer to let opportunities come to you, as opposed to actively pursuing status. You don't like to challenge authority or disagree with superiors. You will prefer an environment where you can be a team member rather than a team leader. You will dislike working with people who are aggressive and assertive, and will not enjoy pushing people for results. As a leader, you may not provide a clear vision or challenge others to achieve.

## ORGANIZATIONAL IMPLICATIONS

As a manager, you seek consensus and cooperation, rather than competition and challenge. You may avoid pushing your staff. Some people will like your leadership style because they can work at their own pace, get things done without supervision, and choose work processes they desire. This approach will be effective if your staff is competent, skilled, and knowledgeable. Less capable staff will need more direction, advice, and feedback. Try to hold group meetings with specific agendas, talk daily with all staff members, and provide direction for getting things done. The environment you promote will:

- Emphasize a hands-off, laissez faire management style
- Lack focus on achieving results and beating the competition
- Seem relaxed about achieving business goals

## ENVIRONMENTAL FIT

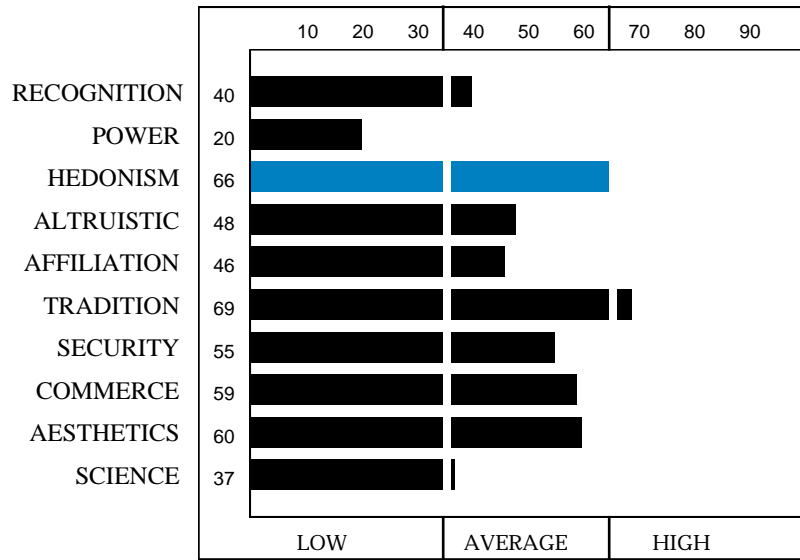
You don't need to prove yourself to others and may prefer to work in organizations that value teamwork and collaboration more than individual achievement. Being in an organization that trusts, respects, and supports you may be more important than having lots of opportunities for upward career mobility.

# HEDONISM

Desire for fun, excitement, variety, and a lifestyle organized around good food, good drinks, and entertainment.

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. As a leader, you enjoy keeping things interesting. You like to play, entertain, amuse others, and prefer work where there are opportunities to have a good time. Your primary challenge will be to stay focused on your career goals and put business before pleasure. You will choose team and staff members who are entertaining and fun-loving, and you will dislike working with people who do not know how to have a good time. You will tend to focus on those aspects of your job that you find enjoyable or allow you the opportunity to work with fun people. Although you believe that people should work hard and play hard, others may not share your beliefs. Nevertheless, your positive attitude and flexible outlook can be infectious and stimulate the climate of the organization.

## ORGANIZATIONAL IMPLICATIONS

You appreciate opportunities for staff to unwind and to have fun, as a way of motivating them. You have a positive, playful approach to interactions with others. You expect to like other people and they will find you lively and interesting. You are probably not a strict disciplinarian because you believe in a relaxed and easygoing workplace. You will tend to promote a spontaneous environment that mixes business with pleasure. The environment you promote will:

- Encourage expression, spontaneity, and good will
- Emphasize entertaining and helping others have a good time
- Tend to be informal and relaxed

## ENVIRONMENTAL FIT

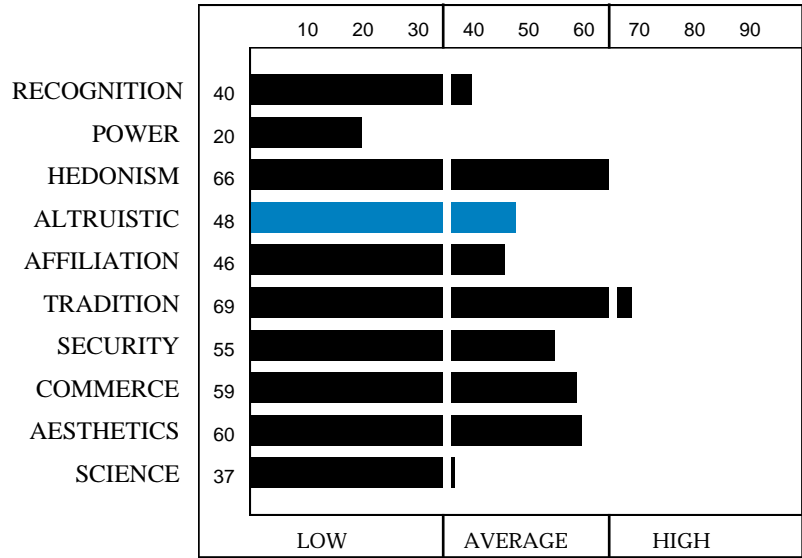
You will be most satisfied working in organizations where you can set your own priorities, where people know how to have fun, and which emphasize a balance between work and play. You should prefer to work with people who are informal, relaxed, and playful, and who like to travel and entertain. You will be uncomfortable working in organizations that are formal, bureaucratic, and inflexible.

# ALTRUISTIC

Desire to serve others, to improve society, and to help the less fortunate.

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. As a leader, you prefer to maintain a balance between business needs and the personal concerns of your staff. Although you will show appropriate concern for the plights and hardships of coworkers, you prefer to work with people who can balance their work responsibilities with their personal lives. Although you may enjoy helping others, you probably won't devote your life to public service or spending time volunteering at charitable organizations. You are more likely to contribute money rather than time to help others. You probably prefer to keep your business concerns separate from your charitable activities.

## ORGANIZATIONAL IMPLICATIONS

When dealing with others, you tend to be responsive and you show concern for staff problems, but you are not likely to let their issues preoccupy your time. Your staff may appreciate your "hands off" attitude when it comes to community pressures for corporate giving and involvement. The environment you promote will:

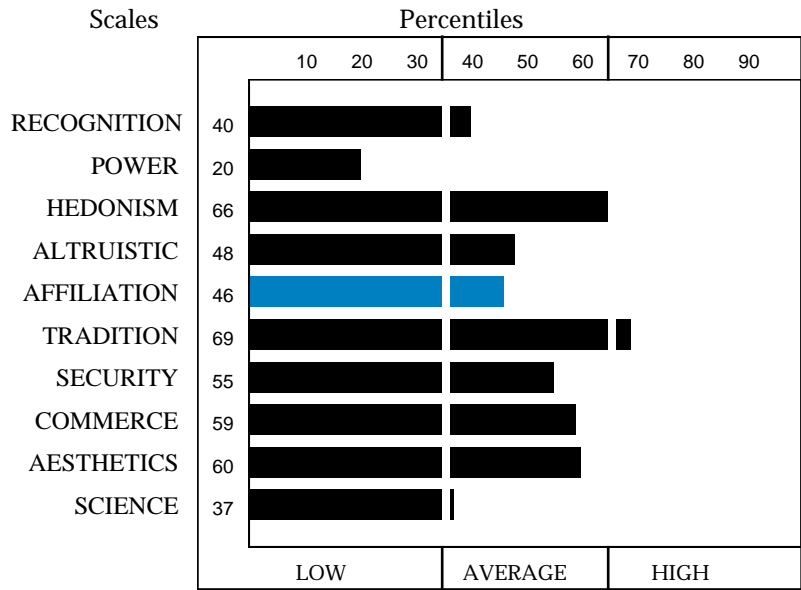
- Encourage coworkers to assist one another and to volunteer their time
- Emphasize staff morale along with accomplishment and results
- Balance performance issues with concerns about morale

## ENVIRONMENTAL FIT

You may be most comfortable working in organizations that are able to focus on the bottom line without losing sight of the people who make the bottom line possible. You prefer an even-handed emphasis on products, processes, and the needs of people.

# AFFILIATION

Need for frequent and varied social contact and a lifestyle organized around meetings and get-togethers.



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. As a leader, you will value staying in touch with your staff and giving them feedback. You will be comfortable working with people who are independent as well as those who need direction. You will prefer a work environment that requires some teamwork and group process, and will dislike working entirely alone for extended periods. You don't have a compulsive need for interaction; socializing with friends and colleagues is not your primary motivator. Whether you are outgoing or shy, you are still reasonably accessible to your staff. You probably value the importance of both independence and collaborative working styles.

## ORGANIZATIONAL IMPLICATIONS

You will foster an environment that considers both social needs and professional issues. You will work to develop alliances with others and will welcome people into your team. You will tend to keep others informed and will take time to discuss how the team is working together. The environment you promote will:

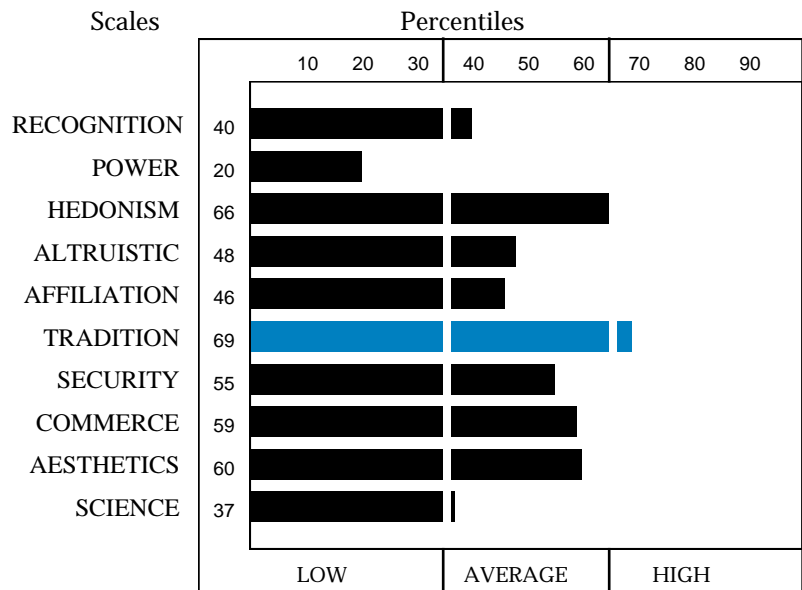
- Emphasize making external contacts
- Be open to working networks and outside alliances
- Support both team participation and independent work

## ENVIRONMENTAL FIT

You will probably be most satisfied working in organizations where there are opportunities to work both alone and as part of a team, and where there are opportunities to interact with people outside the work group and organization. You seem equally comfortable working as an individual contributor and as part of a collaborative effort.

# T RADITION

Concerns for traditional morality, family values, and a lifestyle guided by well-established norms of social behavior.



## LEADERSHIP IMPLICATIONS

You received a HIGH SCORE on this dimension. You value rules, standards, and a lifestyle based on tradition and appropriate behavior. People with similar profiles tend to be principled in their approach to life and to care about right and wrong. You seem even-handed, but you may be somewhat resistant to change. Your conservative tendencies may make you feel uneasy working with people who follow different and/or alternative life styles.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you care about the morality and ethics of work practices. You will encourage hard work and organizational loyalty from your staff. You are considerate of others' concerns and try to build a sense of community and family. You will create a conservative work environment that values tradition, old-fashioned virtues, and hard work as cornerstones to success. The culture will be strong and somewhat formal. As such, your staff will either be satisfied or dissatisfied with the environment depending on their own style. You will tend to make mistakes by being inflexible about issues of lifestyle and diversity. The environment you promote will:

- Require disciplined behavior
- Endorse old-fashioned values
- Emphasize right and wrong

## ENVIRONMENTAL FIT

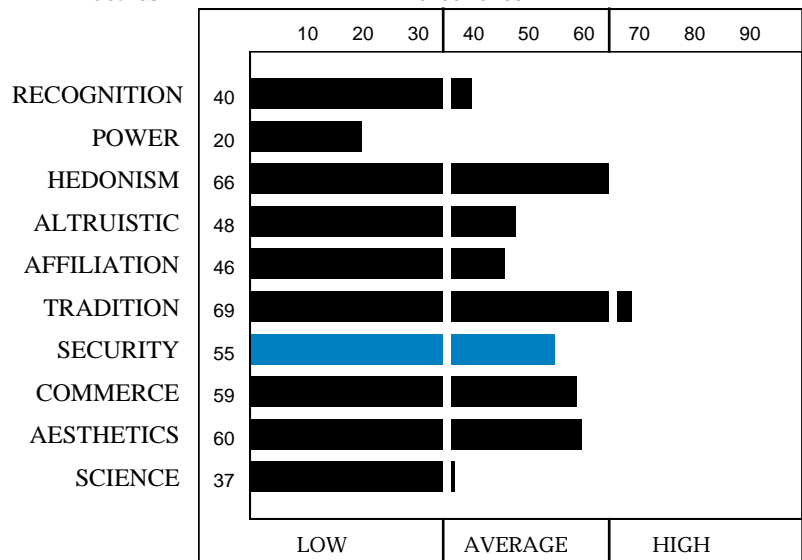
You will be most satisfied working in organizations that emphasize honesty, integrity, and respect for authority, tradition, and family values. Such cultures are characterized by organizational loyalty, self-discipline, and that observe a traditional work ethic. You will be less comfortable working in organizations that value diversity, experimentation, radical innovation, and disregard for traditional values.

# S ECURITY

Need for structure, order, and predictability, and a lifestyle organized around planning for the future and minimizing financial risk, employment uncertainty, and criticism.

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. You tend to strike a nice balance between taking appropriate, and avoiding inappropriate, risks. That is, you would rather be safe than sorry. You will prefer to work with people who are disciplined, careful, realistic, who stay on task, and do not push the limits. Superiors will appreciate your practicality; subordinates will value not having to deal with surprises.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you believe in maintaining a stable work environment, yet you also appreciate the importance of offering people opportunities to advance their careers. You will tend to create a climate that values taking calculated risks. In other words, seem prepared to take some risks when you consider them appropriate. Your steadiness and willingness to respect organizational policies will create a "good citizen" reputation for you and your staff.

However, if you are too cautious, you may hamper progress and frustrate your more eager staff members. The environment you promote will:

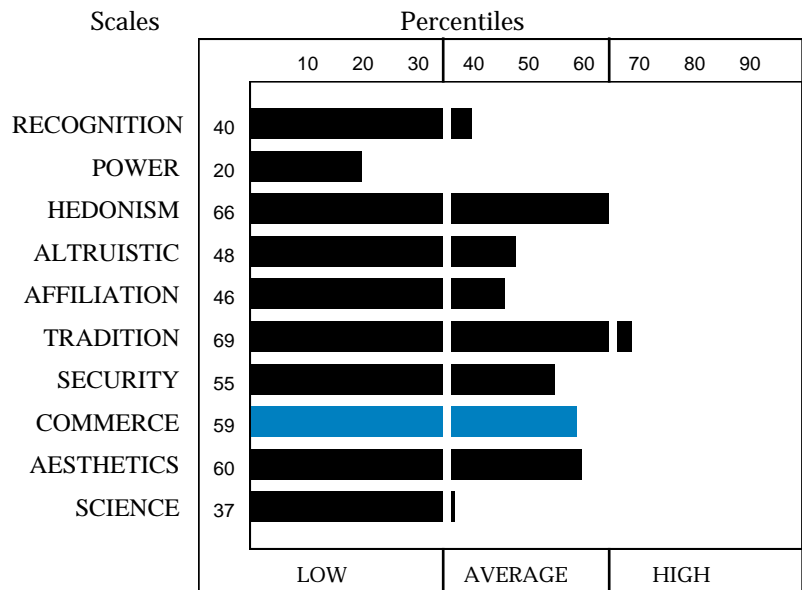
- Minimize financial risk taking
- Encourage staff to plan for their career future
- Provide feedback using formal procedures
- Innovate when it is sensible, and not just fashionable

## ENVIRONMENTAL FIT

You have the flexibility to allow you to take risks when advisable, and minimize risks when it is not. As a result, you should be most comfortable working in organizations where risk-taking is appropriately rewarded, but where caution is sometimes necessary.

# C OMMERCE

Interest in earning money, realizing profits, finding business opportunities, and a lifestyle organized around investments and financial planning.



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. You will try to maintain a balance between your private life and your professional life. Money is not your sole motivator. At work, other priorities will interest you as much as compensation. You are neither preoccupied with, nor indifferent to, money. You understand and take advantage of the fact that some people are motivated more by recognition than by money.

## ORGANIZATIONAL IMPLICATIONS

As a leader, your realism and balanced interests allow you to structure an environment that emphasizes professional satisfaction as much as financial success. Although profit generation may be the dominant motive in other departments, it is unlikely to be your only strategy for motivating others. This is important because survey research shows that money is not the primary motivator for about half the people in the workforce. The environment you promote will:

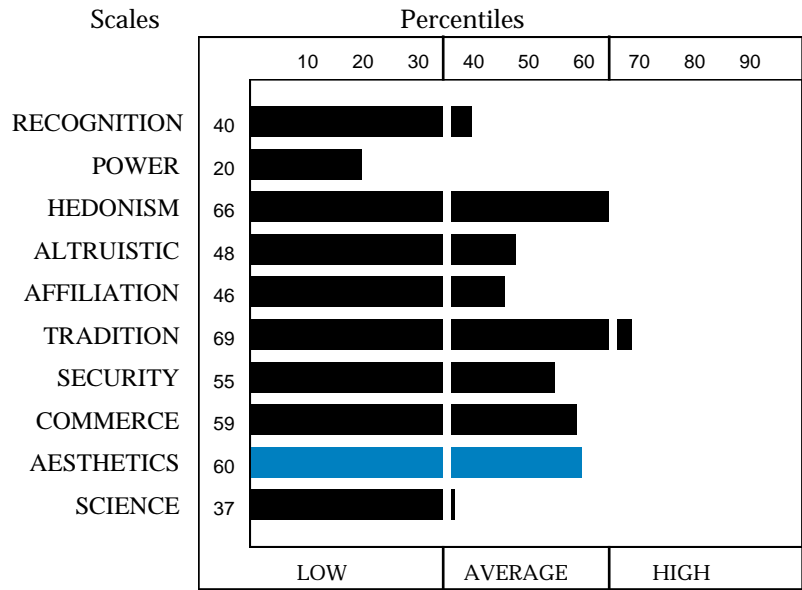
- Emphasize a balance between financial success and personal interests
- Use a variety of strategies for motivating people, including recognition
- Focus on both staff development and the bottom line

## ENVIRONMENTAL FIT

Although you understand the value of money as a motivator and a reward, you also have your priorities in order, and you know some things are more important than profit. This suggests that you should be most comfortable working in organizations that know how to maintain a perspective on financial and people related issues.

# A ESTHETICS

Interest in art, literature, and music, a lifestyle guided by issues of style, culture, good taste, and a desire to entertain.



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. As a leader, you will appreciate originality and creativity insofar as they help meet work goals. You will prefer work environments where attention to practical detail is balanced with opportunities for creative expression. People with profiles similar to yours have some artistic values; however, these are not the dominant factors in their lives. Although you may not want to take the lead on issues of product appearance and brand, you will tend to support others' efforts to improve advertising and other public symbols of the organization.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you may prefer to ignore new policies and procedures until their worth is demonstrated. You may value a certain level of creative input from your staff, yet recognize the practical need to get a job done. You are unlikely to spend much time reviewing designs, media, or advertising for your organization. The environment you promote will:

- Be characterized by both attractive surroundings and business efficiency
- Place a moderate emphasis on innovation
- Value creativity balanced with practicality
- Place greater emphasis on the content, rather than the appearance, of work products

## ENVIRONMENTAL FIT

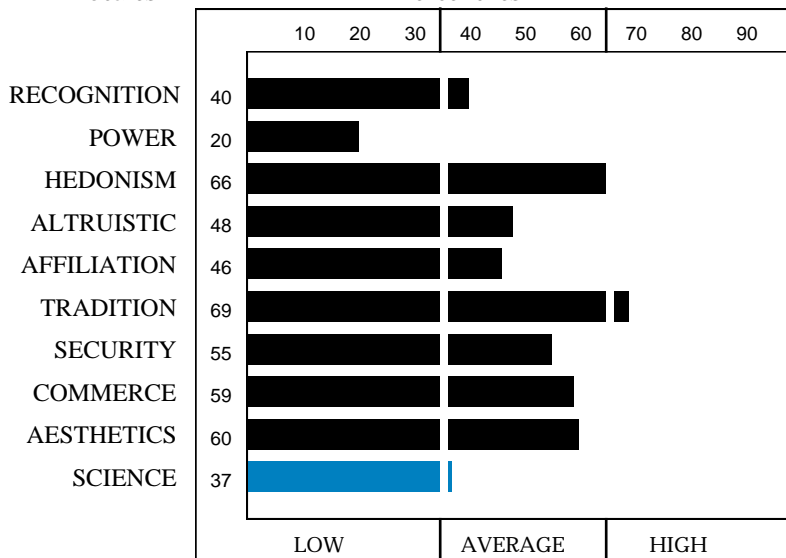
You know how to balance the competing demands of style and functionality and you value both. You should be most comfortable working in organizations that emphasize quality and appearance, but also appreciate the practical realities of design issues—i.e., that things need to look good and to work reliably.

# SCIENCE

Interest in new ideas, technology, and a rational and data-based approach to problem solving.

Scales

Percentiles



## LEADERSHIP IMPLICATIONS

You received an AVERAGE SCORE on this dimension. You are comfortable with technology and enjoy problem solving. Although you may not take a leadership position on technology initiatives, you will not resist new systems. In addition, you are interested in understanding new technological approaches to business, particularly when the practical advantages are clear. You will strike a balance between analysis and action. Because you are comfortable with both data-driven and intuitive problem solving, you are likely to engage others in seeking answers as well as researching ideas on your own.

## ORGANIZATIONAL IMPLICATIONS

As a leader, you prefer to use both data and experience to make decisions. The approach you are likely to use with your staff involves finding a workable solution that takes into consideration time constraints, practicality, cost, and end results. You will use technology as a means of enhancing solutions rather than dominating the solution. Be sure to keep your group focused on which decisions need to be made, the best way to make them, and the organizational implications of the solutions offered. When dealing with others, you will focus not only on outcomes, but also on implementation and long term effects of the decisions you make. The environment you promote will:

- Value both data-driven and intuitive decision making
- Use technology to solve (not create) problems
- Apply different problem solving activities to meet company needs
- Not value technology for its own sake

## ENVIRONMENTAL FIT

You seem to understand the trade-off between rational, data-driven decision making on the one hand, and rapid decision making based on instinct and experience on the other. As a result, you should prefer working in organizations that value analytical decision-making, but also have a sense of urgency in the process.